



## CATALYST

### Accelerating Change

A **Catalyst** is a person who naturally brings change through accelerating a reaction or interaction, getting raw substance to interact in a vibrant and new way. Catalysts are dynamic, stimulating, driven and inciting. They excel at getting something going with energy, and are often found starting new businesses, leading a new project or taking an existing project into its next big step. They easily plug into the world of ideas and into a vision of the future. Naturally innovative, they bring new ideas and creative approaches into any team and like to drive any new project forward. Catalysts are often found in product or service development, several at a time, where they bring their new ideas to life and explore innovative concepts at a pace difficult for others to keep up with.

### CATALYST – ACTIVATING

- Dynamic, stimulating, driven and inciting
- Bring new ideas and creative approaches
- Driven by achievement, recognition, respect and independence
- Drawn to unique or innovative organisations
- Can easily bore and move on too quickly
- Motivated to constantly learn
- Attention to detail is focused on 'superior product quality'
- Tackles issues head on
- Can be rash and impulsive

### Drivers for Growth

Catalysts are driven by the need for achievement, recognition, respect and independence. This is often

seen as the desire to do something extraordinary that has never been done before, or to push the boundaries of the status quo. They will respond well when they have room to explore and reward that is directly tied to the value they create through their ideas and concepts. Their work and activity must hold significance and be important to others. They will often seek recognition, certifications, awards and titles as a means to achieve significance, however, the drive to continuously learn new things often results in their frequent involvement in personal and professional development activities and, at the least, a pile of unread books next to their bed or on their desk.

Catalysts are natural entrepreneurs and may often seek to fulfil their drive to create and innovate through a new business or project structure. They will feel drawn to organisations that are in a founding stage or have something unique or innovative at their core. Catalysts bore easily and can become quickly disengaged if they have no challenges to solve or the organisation does not value trying new things. Constant learning and opportunities to try out their ideas are critical to keep the Catalyst motivated.

### Maximising Contribution

Catalysts naturally create new and incredible ideas and concepts or take others and improve them. They are direct in their manner and are highly energised, and they bring spark and enthusiasm to a team that can be quite invigorating. They prefer to tackle issues head-on and charge through any obstacles they encounter, even at the expense of making rash decisions that have not been thought through carefully.

Their attention to detail is often focused on the product or service they deliver. Catalysts will often speak about

their product as having the ‘best quality’ or the ‘most exciting features’. This can be their downfall, when they become overly attached to their idea in the midst of the overwhelming evidence that the idea just cannot go the distance or should be handed onto the next person who can effectively take it to market. For entrepreneurs, this often relates to the Catalyst’s business model, which may be an interesting idea yet is not necessarily a sustainable long-term model of value creation.

A team that truly understands the value of a Catalyst is one that is willing to explore what can sometimes seem to be ‘crazy’ ideas without dismissing those ideas until they have had time to be qualified and mature. A Catalyst can become quickly deflated if their ideas, particularly in the early stages, are attacked or shelved without due consideration. They will also become restless if too much of their time is spent on administrative or routine tasks.

Catalysts who have learnt to maximise their natural energy, understand that their value lies in being able to focus their energy into the conception and development of powerful ideas that they move forward with energy and then hand over, when ready, to be taken to the next stage. They demonstrate their ability to be exceptionally critical of their own ideas and contribution and to translate good ideas into proven concepts that will achieve the intended result. This requires that they develop an approach or methodology for how they take their ‘eureka’ moments, develop them further, qualify their merits, and test their thinking to ensure they do indeed have a proven concept. This refined and qualified idea can then be handed over to a team or an individual with other natural energies who can sustainably implement that idea, sell the product on a larger scale or take the prototype and turn it into scaled manufacturing.

## IDEAL PROFESSIONS

- Product and service design and development
- Business start-ups
- Information technology (initiating projects)
- Design
- Management of new projects

Furthermore, mature Catalysts drive change in a way that takes into account the people dynamic and realistic timelines to completion, thereby developing a positive method of inciting change and keeping everyone on board. Most importantly, they draw upon the natural energies of others to make sure that successful completion, on time, is achieved. This can be translated as: under-promise and over-deliver – a challenging thought for most Catalysts.

A Catalyst who struggles to maximise their contribution can push others so hard that the team is left exhausted and demotivated. Employee turnover is rather high when a Catalyst has been unable to recognise and address their ‘consumption’ of people on their team. Indeed, immature Catalysts might generally consider this to be necessary collateral damage and will justify it by saying that those team members never really shared their vision or passion in the first place.

In addition, the relentless drive to create, without commensurate completion, can frustrate a team that is focused on translating the Catalyst’s ideas into tangible results. Catalysts can suffer from the lure of a shiny, new idea that may draw their attention away from the importance of finalising the idea right in front of them and thereby activating its sustainable value. The team may be left bewildered that by the time they have implemented an idea, the whole world around them has appeared to have changed and they have to start all over again.

Removing distraction and maintaining absolute focus are ways that a Catalyst can build power around a central idea and prove that idea through research,

piloting and refinement. This requires a conscious focus on trying to do less and being more realistic about what can actually be achieved in the timeframes applicable. Short, daily action lists can help to prioritise a Catalyst's focus, along with allocating time to specific types of tasks that are not in the Catalyst's natural flow.

## Maximising Reward

Within an organisation, a Catalyst creates return by bringing new streams of income onto the table and by innovating the business model so that the organisation becomes more sustainable and profitable in a changing future. This is especially relevant in industries where disruptive thinking or technologies can change an industry overnight and lay waste to those organisations that have not been thinking ahead and capturing the value of the Catalyst natural energy.

In order for a Catalyst to maximise the reward from their contribution, they are encouraged to seek ways to link their income or their financial return to the value generated through their ideas. For an entrepreneur this might mean that they start a new business and prove the concept, and then sell the proven concept to someone or a team who can take it to the next level. This may involve potentially keeping them as a shareholder to leverage their future value or to licence the concept to generate annuity income. For an employee, this might relate to linking performance bonuses or commission to the value flowing out of idea generation so that the return is linked directly to the Catalyst's natural energy.

## Leading the Team

As a leader, Catalysts drive through action and the tasks that are required to keep moving forward – focusing on 'what' needs to get done. In a time of crisis, the to-do list will invariably be brought out by the Catalyst leader to bring a focus on what is really important. Their leadership is primarily bold, passionate and pioneering in style, along with being both commanding and energising. They inspire others to try new things and explore new territories.

## BUILDING THE TEAM

A Catalyst should initially seek a Coach and Cultivator to build the core team – bringing in the balancing effect of Inspiring, Sustaining and Tempering natural energy.

There is a significant risk of driving a team too hard and too fast, or being oblivious to how the team is really feeling and the underlying human dynamics that should be addressed. Only later, when the team has collapsed behind them, do they realise that something is amiss. One of the Catalyst's greatest challenges is to focus their attention in the midst of the flood of ideas they always have. This may result in them being too scattered or erratic, and transferring that same experience to their team.

In developing an effective leadership team, Catalysts should first look to appointing a Coach who brings Inspiring natural energy and connects the emotional support of the wider team or community to the Activating idea. For entrepreneurs, this would allow the Catalyst to focus on developing their idea, product or business model while the Coach rallies support and connects with the wider network using their Inspiring energy. Thereafter, a Cultivator brings a grounded Sustaining and Tempering energy to the leadership team and supports the long-term development of the business and its operational implementation.

## Pathways to Learning

Catalysts learn best through visual means – essentially anything in a picture form. Diagrams, charts, infographics, mind maps, videos, presentations and storyboards are highly effective and should be consciously chosen as a means of rapid learning and retention. As their attention span is quite short, it is better for Catalysts to learn through shorter bursts rather than longer term or very structured programmes. They will often speak in pictures, such as: "Let me paint you a picture!"



## CHAMPION

Blazing a Trail

A **Champion** is a person who, like a thunderbolt or a strike of lightning, shakes up the status quo and stirs up people to pay attention to the message they herald. Using their personal credibility, Champions shine light on the cause they rally for and incite others to join them. They are vibrant and exciting, and the call they make to pay attention is hard to resist. They excel at taking a proven idea and broadcasting its value to a wide audience, garnering support and enthusiasm. Once they are confident that the idea is powerful and worth shining a light upon, they bring a magnetic quality that attracts attention. Champions are often found in brand ambassador, sales and marketing roles, where they naturally sell a product, concept or brand through their inner conviction that it has value.

### CHAMPION – ACTIVATING / INSPIRING

- Vibrant, passionate, exciting, motivating
- Shake up the status quo
- Driven by the opportunity for high visibility and impact
- Drawn to visionary causes and ideas
- Fear what makes them ‘look bad’
- Motivated to be the subject authority
- Attention to detail is focused on ‘superior brand presentation’
- Bold and demanding
- Can be overly attached to appearances

### Drivers for Growth

As a blend of both Activating and Inspiring natural energy, Champions are driven by the need for achievement and the desire for diversity in their activities and interactions.

This is often seen as the quest to ‘take to the stage’ and be visible in front of a wide audience. Champions therefore become energised through the opportunity for high visibility and impact of their message or of themselves as a brand. They will respond well when their reward is tied to their ability to broadcast their message powerfully and broadly, or to present a brand in a light that accelerates attraction. They may seek a public-facing persona as a means to satisfy their desire to champion a cause, and are seldom afraid to challenge the status quo or to be unconventional in how they deliver their message. They may also champion causes indirectly or quietly until they have learnt to harness their natural energy.

Champions are natural rainmakers and may often fulfil their drive to deliver their message through sales, media and public engagement activities. Although they do often lead new business start-ups through their Activating dynamic, Champions find their joy in being the spokesperson or personality that amplifies a great idea. They therefore often aspire to be the subject matter expert who promotes an industry, product or service category or a specific business. Champions will quickly become disengaged if they doubt the value of their cause or fear that they might be at risk from some form of damage to their reputation or something that makes them ‘look bad’.

### Maximising Contribution

Champions naturally magnetise a great idea and attract the support of others to amplify that idea. They are highly energised and passionate, and, when focused, can ‘sell ice to an Eskimo’. It is hard to escape the zealous conviction of a Champion who is equipped with a clear and powerful concept and the confidence that the promise can indeed be delivered. They are bold,

direct and demand your undivided attention, yet are also able to read a group or crowd and understand just how far to push, and in which direction, to get the best result. Champions may, in their haste, take an unripe idea to market too quickly or become too concerned about what that market thinks, becoming immobilised as a result.

Their attention to detail is often focused on the brand itself – be that of the product or service, their company or themselves as a personal brand. Champions will therefore often be concerned about design attractiveness, aesthetic appeal and physical appearances. If they become overly attached to appearances and neglect the substance that underpins value creation, their brand often cannot go the distance or may suffer setbacks that are tough to recover from. For entrepreneurs, this often relates to the Champion's 'brand personality' or value proposition which may be attractive yet either lacks real substance or disappoints through lack of value added when the product or service they promote is actually delivered.

A team that truly understands the value of a Champion is one that is willing to trust the Champion's self-confidence and the unconventional approach often used to get the message to the market. This includes their knack of knowing just what the audience really needs to get excited and mobilised to support. A Champion can become quickly deflated if their reputation or credibility is at stake or if they are expected to justify their 'gut feel' with copious reports and data analyses.

Champions who have learnt to maximise their natural energy, understand that their value rests in being able to shine their light upon a focused and central idea that then mobilises others to join the cause. This also means that they do not charge ahead so fast that they leave others behind. They demonstrate their ability to be selective in their message and consistent with how that message is broadcast. This requires that they develop an approach or set of criteria in support of being absolutely focused in what they choose to shed light upon and the audience best suited to receive their message.

## IDEAL PROFESSIONS

- Brand ambassadors, including for non-profits
- Sales and marketing specialists
- Leading non-profits and charities
- Public speakers and media personalities
- Fund-raising and/or politics

Furthermore, mature Champions adopt causes that are far bigger than their individual personality or personal brand. They identify a powerful and meaningful promise that attracts the right people based on the merits of the idea and not based on the magnetism of the personality. They find ways to build the team around that central idea and keep the team focused on working towards the vision, thus realising the value of 'we' versus 'me'.

A Champion who struggles to maximise their contribution is one who is unfocused or unclear about the cause they are championing or the target audience they should focus upon. Customer turnover might be high if a Champion will sell to anyone who will listen, and down the line realises that what they have sold cannot be delivered as promised. As such, they have to learn how to walk the razor's edge of 'fake it 'til you make it' without falling off.

In addition, they may also fail to recognise the importance of their personal brand or may align their brand too quickly with an idea that still requires refinement and maturity. Or, alternatively, they may shine light on too many disconnected and unrelated ideas at once, making others wonder what they are actually a champion for. Maintaining a clear focus and vision is critical for a Champion, along with refining their ability to deliver a succinct and impactful message, be that through public speaking, writing or media expertise. If they are supporting others to craft their message, rather than stand at the front of the room themselves, the same focus is required to ensure the messages that they help craft are clear and succinct for the user.

## Maximising Reward

Within an organisation, a Champion creates return by raising the profile of the company or the industry, and aligning the reputation of the company as a visible leader within its industry. In addition, and as a result, the Champion is able to secure new marketing and sales avenues and activate revenue opportunities. In some cases, this might simply mean closing sales and making new deals. This is especially valuable in a company where the brand and public reputation is a key means by which long-term sustainable value is created.

In order for a Champion to maximise the reward from their contribution, they are encouraged to seek ways to link their income or their financial return to the value generated through the brand equity and visibility that they create. For an entrepreneur this might mean focusing on maximising brand attraction in the market place as the most effective path to value creation. For an employee this might relate to linking performance bonuses or commission to media activity or to sales closed so that the return is linked directly to the Champion's natural energy.

## Leading the Team

As a leader, Champions drive a team through both a high-energy action orientation and an inspirational energy. Indeed, Champion leaders may often feel consciously conflicted between their desire to keep moving forward and the awareness of the consequences for the team should not everybody be 'on the bus'. They therefore have the ability and the challenge to balance 'what' is required and 'who' would best support. Their leadership is visionary, unconventional, motivating, and commanding yet inclusive. They inspire others to commit – mentally, emotionally and physically – to the vision and the path to get there.

### **BUILDING THE TEAM**

A Champion should initially seek a Connector and Conductor to build the core team – bringing in the balancing effect of Sustaining and Tempering natural energy.

There is a risk of driving a team too hard and too fast, or not realising soon enough that the rest of the team are not as committed to and supportive of the vision as they are. One of the Champion's greatest challenges is to not get carried away with the magnetism of the idea or cause and forget how critical it is to translate the vision into tangible reality through practical means. They also have a tendency to be the first to hire and the first to fire those who they perceive to be no longer delivering.

In developing an effective leadership team, Champions should first consider appointing a Connector who brings both Inspiring and Sustaining natural energy and connects the vision to the right networks, resources and implementation aspects. For entrepreneurs, this would allow the Champion to focus on selling the idea while the Connector engages market partners and resources and sets a sustainable pace for implementation using their Sustaining energy. Thereafter, a Conductor brings efficient Tempering energy to the leadership team and optimises the performance and data-driven functioning of the business, often supporting turning the trail that the Champion blazes into cash flow that is profitable and protected.

## Pathways to Learning

Champions learn best through both visual and auditory means. Visual learning is essentially anything in a picture form. Diagrams, charts, infographics, mind maps, videos, presentations and storyboards are highly effective and should be consciously chosen as a means of rapid learning and retention. Audio learning is also highly effective and is achieved through listening methods, such as face-to-face training and audio materials. Champions can benefit greatly by listening to audio books and podcasts while they rush from one engagement to the next.



## COACH

Igniting Greatness

A **Coach** is a person who ignites the fire and passion of others to work together as a team focused on bringing a central idea to life or supporting a product or service to shine. Coaches bring warmth, energy and inspiration, which lights up the path for others so that they may strive for personal excellence and team success. They excel at understanding and being tuned into people, tuning into their emotions as individuals and collectively as a group. They get what their team really need in order to overcome challenges. Coaches are often found rallying teams and developing talent, and can also be found in roles focused on leadership, networking, customer acquisition or recruitment.

### COACH – INSPIRING

- Inspiring, energised and motivating
- Mobilises a team to fulfil a vision
- Drives sales, networking and client engagement
- Inspired to develop others
- Drawn to variety and being part of a great team
- Can fear being disliked or creating disharmony
- Attention to detail is focused on 'superior team performance'
- Can be overly attached to others' feelings
- Must create accountability yet inspire others to excel

### Drivers for Growth

Coaches are driven by the need for engagement, change and opportunity. They thrive in an environment

where they can be involved in a variety of work and can engage with a wide range of people. They also require a broad scope to focus on and access to the right people to make it happen.

Coaches are energised through movement, activity and conversation. The more mobile and active they can be, the better. Their lives feel more meaningful when they are able to network, guide, coach and support others in their growth. Being part of a harmonious and active team drives them forward. Inspiring others to succeed and 'rallying the troops' as the leader or as an integral part of the team are highly motivating pastimes for the typical Coach.

Coaches involved in sales or client acquisition excel when given the freedom to commence the creation of new relationships and broaden their network. They will quickly become disengaged in an environment of routine and administration. Put them behind a desk all day and you will quickly see a wilting flower. The same applies to a work environment where strong camaraderie or conversation is limited.

### Maximising Contribution

The Coach's unique ability to engage others and ignite greatness applies as much within a sales and networking context as it does for team participation and development. To some it might appear that Coaches flit from one conversation to the next. However, this is how they accumulate value and deepen their sense of well-being. What an outsider often cannot see is the value of their relationships and the deep commitment others feel towards them.

Coaches have a gift for seeing the unseen undercurrents in a group or team. They will sometimes see what another

person is really going through before that person even understands it. When they shine their light upon another person, it is not long before that person opens up and shares where they are at. At the same time, Coaches are active and energised. When they choose to they have an inspiring effect upon others, lifting the energy of the people around them and getting everyone moving in the same direction. If a Coach does not have a clear direction or vision they are working towards they may soon lose their power and their capacity to create sustainable value. It is critical for a Coach to choose the team for which they will channel their energy towards. 'Team' may refer to a company, partner, associate, innovator, or individual or team associated with a particular product or service.

Their attention to detail is therefore often focused on people inspiring them to be highly motivated and effective. Coaches will be concerned with motivation, energy, personal growth, emotional commitment, an environment of trust and respect, and a culture of accountability. This applies across all the focus areas of a Coach, including sales, service and people development. If they become overly attached to the people in their team and their emotions and personal needs, it can be very challenging to hold the team accountable and get tough when required. For entrepreneurs, this may result in creating a close-knit and harmonious team that loves what they do yet tolerates mediocrity for fear of upsetting someone.

A team that truly understands the value of a Coach is one that is willing to give the Coach room to move and opportunities to be in control of how they achieve their results. Furthermore, the Coach should be called upon for input on the sentiment of the group, customers or team and asked to influence their morale, motivation and output. A Coach can quickly become deflated if they do not feel liked or feel that their team does not have the potential to rally behind a single vision with the commitment to support each other to get there. Whether in a networking role or part of the operational team, if their employer does not invest in people then they will also quickly become disengaged.

Coaches who have learnt to maximise their natural energy, understand that their value lies in attaching themselves

to a worthy cause whether that be a social cause or a business that they are inspired by. They are then able to build and maintain a high-functioning and effective team or group of supporters who love what they do and are motivated to support that cause. They demonstrate their ability to inspire and guide others and hold them accountable for performance. They also recognise the importance of structure and routine, even if they find this challenging. This requires that they develop a method or approach towards team development that maximises both their natural energy and the best practice thinking on personal growth and motivation.

## IDEAL PROFESSIONS

- Team management in any field
- Human resources and talent management
- Customer acquisition
- Recruitment
- Networking

Furthermore, mature Coaches recognise how important a clear vision is as well as the system of accountability to ensure the team delivers. The Coach does not necessarily need to define the vision or develop the system themselves, yet should find ways to clarify the approach and ensure that the team delivers on its promise.

A Coach who struggles to maximise their contribution is one who is easily lost in the emotions of others or gets too caught up in the drama, and therefore becomes over-attached to making others happy or keeping the peace. This can result in the inability to get tough when required and to hold others accountable. While employee engagement and retention may be high, the poor performance of the team and, ultimately, of the company, will be the end result. As such, they have to learn how to perfectly balance a happy, engaged team with a consistent accountability approach for poor performers.

For those Coaches drawn to sales, marketing and networking, there must be a focus on knowing the type of people to connect to and bringing them into the fold in an effective manner, rather than spending time



networking with people with whom there is no link or resonance. This focus mitigates the risk of the Coach being the bee buzzing from flower to flower yet never collecting pollen. They also develop a way to channel their results through effective administration support.

## Maximising Reward

Within an organisation, a Coach creates return by building an effective operating team that delivers the company's products and services in a manner that is aligned with what the market has been promised. As a result, the mobilised and competent team enables the company to develop internal knowledge and experience, along with a human-centric foundation upon which to scaffold new products and services with a high degree of certainty. This is especially valuable in a company that involves people-intense activity and knowledge- or relationship-based businesses.

In order for a Coach to maximise the reward from their contribution, they are encouraged to seek ways to link their income or their financial return to sustainable value creation. For an entrepreneur this might mean leveraging the business and the team that has probably been created by utilising others' products and services rather than focusing on creating their own. For those in leadership positions this may be the profitability of the business or their division. For those in networking and sales this may relate to the value created through their network as well as commission.

## Leading the Team

As a leader, Coaches motivate, inspire and drive their teams while inculcating commitment and loyalty. Coach leaders are loved by their team as they play the role of both coach and cheerleader. Even if they tackle performance issues, they may be followed from company to company by their loyal supporters. A highly effective Coach is able to give someone direct feedback and still hold that person's loyalty and respect. A Coach inherently understands who the right people are to support any given project or undertaking and what the people challenges might be. They typically ask the 'who'

question when faced with a challenge or a problem to solve. Their leadership is motivating, unifying, heart-warming and developmental. They inspire others to work together for the greater good while having fun along the way.

## BUILDING THE TEAM

A Coach should seek a Custodian and Calibrator to build the core team – bringing in the balancing effect of Sustaining and Tempering natural energy.

There is a risk of becoming overly attached to the individuals in the team and to lose sight of the vision or to identify more with the people involved than the needs and direction of the company as a whole. They may also lose sight of what is actually best for the individual. A Coach must therefore always remain focused on the primary objective and amplify what people are capable of by maximising their natural energy.

In developing an effective leadership team, Coaches should first look to appointing a Custodian, who grounds the Inspiring energy of the Coach with the Sustaining natural energy that operationally delivers on the promise. For entrepreneurs, this would allow the Coach to focus on building market relationships and the team, while the operational implementation of the promise is taken care of. Thereafter, a Calibrator brings in the refining Tempering energy to the leadership team and drives a focus of systematic improvement and performance measurement.

## Pathways to Learning

Coaches learn best through auditory means, emphasised through their natural ability to listen to others. This might include face-to-face training and audio materials, as well as learning through 'talking it through'. The verbal interchange with others is by far the best means of accelerating a Coach's knowledge and understanding, and is a much more effective means of solving problems than reviewing data or reading an e-mail. Coaches can also benefit greatly by listening to audio books and podcasts between their many meetings and coffee dates.



## CONNECTOR

### Building Bridges

A **Connector** is a person who brings people, ideas and resources together, and like a lake into which all rivers flow, they have a special gift that can unite the right people at the right time and place. This ability to connect is driven from a combined understanding of what people really need and the resources and opportunities available that may best serve those needs. They excel in communication and being able to talk through ideas, challenges and solutions to create a collective way forward in their area of expertise – the market that they know. Connectors are the quintessential diplomats or middle person and can often be found at the negotiating table or in one-on-one meetings, where their extensive networking relationships support building bridges between people and resources.

### CONNECTOR – INSPIRING /SUSTAINING

- Engaged, interactive and grounded
- Develops social capital
- Driven by the opportunity to connect and make a difference
- Drawn to partnerships with aligned values
- Motivated by a powerful underlying promise
- Attention to detail is focused on 'superior deal value'
- Can be overly attached to making connections for the sake of

## Drivers for Growth

As a blend of both Inspiring and Sustaining natural energy, Connectors are driven by the need for varied and high-quality human engagement, along with a sense of belonging and the order that rhythm and right timing

bring. Building their network over time, often through one-on-one engagements, Connectors value the unique position this puts them in to meaningfully connect the right people at the right time. As Connectors value their investment in long-term, sustainable relationships, they value being selective about who they engage with while ensuring their relationships are based upon common purpose and shared values.

They will respond well when their reward is tied to their natural ability to know what people are looking for and then to find solutions that build bridges with others. This may relate to a specific deal they make happen or the return that accrues from their social networks, both online and personal. They are motivated by the opportunity to share, engage, teach and communicate. That is why having a coffee with a Connector is more like a session with a counsellor – you talk and they listen. They take in all the information possible and place it in their reservoir for when the time arises.

Connectors are natural diplomats, who love exchanging with others and finding amicable solutions in a polite, calm and practical manner. They will often seek opportunities to mediate for others and support the negotiation for the best possible outcome for all parties. Connectors will quickly become disengaged if they do not feel a resonance with the underlying promise or cannot see that a solution or connection is mutually-beneficial, sustainable or practical for all parties concerned.

## Maximising Contribution

Connectors are able to naturally see how specific people and situations belong together within the context of their specific market and also inherently appreciate the timing and practical considerations in 'hooking up' those people and resources to the market concerned.

They are both grounded in reality and connected to what motivates people and the resources that they need to do so. Connectors are usually a mine of useful information as they gather and store their library of contacts, resources and opportunities. They may have a vast collection of contacts and resources, yet can suffer from an inability to mobilise the value within those connections or may collect connections who do not serve a meaningful purpose to them.

Their attention to detail is often focused on the quality of the deal, transaction or interaction, and the mutual value being exchanged through the connections made. 'It must be fair', is something you might hear a Connector say. They will therefore often be concerned about the terms that have or should be negotiated, their fairness and practical implications, as well as how any ongoing partnerships will be managed while delivering on all agreed terms. Connectors who work in a team have to watch out for pursuing deals and opportunities that, in isolation, look appealing yet do not in fact support the vision or strategic direction of that team. Getting lost in the deal is the risk. For entrepreneurs, this often relates to investing a substantial amount of time in networking activities and collecting a vast database of contacts, yet not being able to translate those contacts into long-term, sustainable value.

The team that truly understands the value of a Connector is one that is willing to trust the Connector's call on when it is the right time to act and who the right partners, associates and networks are for mobilised growth. Connectors should be given the opportunity to go out into the market place and build focused relationships within an agreed framework. A Connector can become quickly deflated if they are unable to invest the time and resources required to foster their relationships and to keep their ear to the ground in the market in which they are making their name.

Connectors who have learnt to maximise their natural energy, understand the immense value of their networks, relationships and associations. They invest in those relationships with a long-term view to the future value of the social capital they create. They demonstrate their ability to seek opportunities for those around them at the right time and place, and to broker value-creating

solutions. In situations of conflict, they mediate the best solution possible without losing sight of the vision to be achieved. This requires that they are equipped with good negotiating skills. These must support them to seek out the best possible deal rather than a mediocre deal that only just makes everyone satisfied enough to agree.

## IDEAL PROFESSIONS

- Diplomacy
- Negotiation and mediation
- Networking
- Stakeholder engagement
- Relationship management

A Connector who struggles to maximise their contribution is one who has many or a broad base of contacts and associations yet has not invested enough time and focus in those connections so that they are value-generating and sustainable. Their relationships are simply not deep enough or in the right market space. They may also get so carried away with the joy of creating connections that they fail to leverage the value of their own network and its associated social capital in a specific area or market in which they can become known for or as the reference point for.

As they love to engage and share, Connectors can get carried away with the joy of engaging, interacting and communicating and then not get to the point or forget the specific purpose or outcomes they intended to achieve. Indeed they can often get so carried away connecting others that they forget about their own share of the pie from the deal being done. They should instead make sure that clearly defined outcomes are achieved through each engagement and document the agreements to ensure both themselves and the parties involved receive their respective share of the value created.

## Maximising Reward

Within an organisation, a Connector creates return by mobilising their social capital and using this asset to accelerate the growth of the company. Specifically, a Connector excels at identifying, engaging and closing market connections with aligned partners and stakeholders at ever increasing deal or value size. This may result in the company then having access to best-in-class research or innovation labs or being able to tap into a sales network where just one key strategic relationship opens doors to a much bigger pool of connections. This is especially valuable in a company where industry status or stakeholder engagement is key, or where market partners are required to support a dependency within a much bigger supply chain.

In order for a Connector to maximise the reward from their contribution, they are encouraged to seek ways to link their income or their financial return to the value generated from a negotiated deal, contract or connection. This may be a fixed amount or a percentage on the value of the deal. Connectors too easily connect people and opportunities without first securing their own return. For an entrepreneur this might mean focusing on maximising key strategic partnerships that unlock growth opportunities. For an employee this might relate to linking performance bonuses or commission to the value of their connection activity, measured through the volume of that activity or through actual strategically-aligned opportunities closed.

## Leading the Team

As a leader, Connectors drive a team through both a focus on practical reality and the power of sustainable, mutually-beneficial relationships. Some Connector leaders may feel conflicted in having to balance the people and practical perspectives, yet should persevere in mastering the practical implementation of the value of relationships grounded in agreed outcomes. They therefore have the ability and the challenge to balance 'who' should be engaged and 'where and when' the interaction should be activated. Their leadership is therefore committed, positively opportunistic, consultative, engaged, focused on meaningful purpose, concerned with timing and performance-oriented.

## BUILDING THE TEAM

A Connector should initially seek a Cultivator and Catalyst to build the core team – bringing in the balancing effect of Tempering and Activating natural energy.

There is a risk of giving too much focus to the people issues and not creating enough accountability. Connector leaders must also remain vigilant against getting bogged down in reality and practicality, and lose sight of what could be or the untapped future of the vision.

In developing an effective leadership team, Connectors should first look to appointing a Cultivator who brings both Sustaining and Tempering natural energy and nurtures the sustainable growth of the company as an asset while managing risk and being cost-effective. For entrepreneurs, this would allow the Connector to focus on establishing value-creating market partnerships and opportunities while the Cultivator gently and resourcefully supports growth. Thereafter, a Catalyst brings energising Activating energy to accelerate new opportunities, innovation and positive change.

## Pathways to Learning

Connectors learn best through both auditory and experiential means. Auditory learning is achieved through listening methods, such as face-to-face training and audio materials. Connectors can derive great benefit through audio books and podcasts, yet would most likely prefer a live event where they can get a feeling for the person being listened to and engage directly. Experiential learning, or learning-by-doing, is also a highly valuable pathway to knowledge and understanding. Examples include physical activities, walk-throughs, role play and practical scenarios. Tactile, hands-on learning enables the Connector to develop a powerful tangible understanding.



## CUSTODIAN

### Honouring the Promise

A **Custodian** is a person who has the ability to nurture and support the ideas of others and bring them to life, while guarding and protecting the assets and resources under their care. Their gentle and supportive energy is grounded in their understanding of reality, resources, timing and practical considerations. They excel in their ability to get tasks done, maintain routines and honour commitments and deadlines, while ensuring that the right activity delivers tangible results. Custodians are often found in operational and customer service environments where timing, a sense of urgency, routine activity and a service ethic are paramount.

#### CUSTODIAN – SUSTAINING

- Grounded, realistic, practical
- Guards and protects assets and resources
- Driven by the opportunity for a deep connection with others
- Drawn to harmonious routine they can control
- Motivated to instil order and rhythm
- Attention to detail is focused on 'superior operational activity'
- Can be overly attached to day-to-day operational detail

### Drivers for Growth

Custodians are driven by the need to feel a deep sense of connection to others and to the work that they do. For a Custodian, the time that they invest must make a difference in the world around them. A sense of belonging, being close to those around them, the ability to bond with their team or group and pride in their team is an

important motivator. Harmony is therefore highly valued. They are also energised by rhythm – paced activity that they can control by keeping everything 'ticking along' like clockwork. Order, routine and repetitive activities feed the Custodian's desire for everything to be in its rightful place.

They will respond well when their reward is tied to their ability to care for and look after a business, a team, a unit or a function. Custodians often prefer avoiding the limelight, rather supporting the team from behind the scenes. They most certainly are seldom found starting businesses, rather supporting the long-term growth of a proven idea that has an effective team and market traction.

Custodians will quickly become disengaged in unstructured environments that change frequently or have not yet matured. They can also become demotivated if they have to work in isolation, with a lack of information about what is really going on, with insufficient resources or a complete disconnect to the end user of the product or service.

### Maximising Contribution

Custodians are like the earth – they support the growth of other people's ideas by supplying the right nutrients and the foundation for that growth. They are calm, highly grounded and practical. They have a sixth sense of when an activity or project has an issue or does not 'feel right' and a strong connection to the day-to-day activities going on around them. This is due to their feet being firmly rooted on the ground and their focus being immersed in the practical reality of their activity. Custodians therefore tend to have a heightened sensory awareness and pick up a stream of impressions from what is actually going on. As such, they could also be

considered the conscience of the organisation when others are racing too fast to really appreciate the impacts of the actions being put into motion.

Their attention to detail is often focused on activity – the tasks, routine, timing and location of day-to-day events. Custodians will therefore often be concerned about meeting deadlines, routines being upheld and the customer being satisfied, whether that is an internal or external customer. If they become overly attached to the day-to-day they can quickly become lost in data and lose sight of the bigger picture that their activity supports. For entrepreneurs, this often relates to the Custodian getting stuck in the operational aspects of the business, which would naturally get all the attention, and forgetting that you are supposed to work ‘on your business not in it’.

A team that truly understands the value of a Custodian appreciates that their role is to support growth and not to create new products or services or to innovate. This does not mean that they are void of ideas – their ideas will be focused on how to achieve operational efficiency. Their value comes from their ability to bring ideas to life – to nurture and care for the growth bestowed in their care. They inherently understand the customer experience and what can be improved to make the customer journey more meaningful and value-adding. A Custodian can become quickly deflated if they feel that they do not have access to the resources they need to fulfil their mandate or become disconnected from the people and activity.

Custodians who have learnt to maximise their natural energy, understand the value of their ability to honour the promise made through the central idea and utilise resources effectively to do so. They recognise that their role is to support the implementation of the idea and to use their love of getting the task done well using practical solutions to do so. In their quest for meaningful connection, they seek opportunities to ensure that their everyday activity is meaningful and makes a positive contribution. This requires that they find a way of continuously staying connected to the bigger picture or the ‘why’ so that their activity remains meaningful and in tune with what is really important.

## IDEAL PROFESSIONS

- Operational management
- Customer service or call centres
- Service delivery
- Account management

Furthermore, mature Custodians have learnt how to manage environments filled with change and uncertainty in order to maximise their ability to support those environments without going to overwhelm. They appreciate that there might be some things they do not yet understand and have a way of managing the internalisation of new information or unpacking a complex task until they understand it. They are also confident that when they feel the timing is not right they make sure their voice is heard, even if that means slowing it all down.

A Custodian who struggles to maximise their contribution is one who too easily gets bogged down in the day-to-day reality and in long-standing routines that serve no purpose, be those self-created or systemic. They may also too easily get stuck into doing a task themselves just to get it done quickly. Current limitations may inhibit their ability to think more broadly about the future. They may therefore become overly concerned with practicalities and struggle to envision an idea or concept that is not yet tangible or fully defined.

Custodians tend to slow processes down and take time to work through new things, yet that is almost always necessary in order to strengthen areas that are not yet mature and internalise new learning. They may also value getting the task done quickly, and, in the process, miss opportunities to leverage their activity by being overly focused on getting the job done.

## Maximising Reward

Within an organisation, a Custodian creates return by sustainably delivering on the promise of its products and services. They ensure dependable delivery on-time and on-budget, while remaining in tune with how the market and the customer actually experience the promise. As a result, a Custodian has the ability to increase customer

retention through their caring approach, sensitivity to the issues at hand and a customer-centric perspective. This is especially valuable in a company where customer retention is a critical success factor for sustainable growth.

In order for a Custodian to maximise the reward from their contribution, they are encouraged to seek ways to link their income or their financial return to the value generated through sustainable operational performance. For an entrepreneur this might mean focusing on the delivery of products and services, ensuring that the organisation can indeed deliver on its promise. For an employee this might relate to linking performance bonuses or commission on account management (rather than sales) to operational metrics, customer retention measures or customer loyalty feedback so that the return is linked directly to the Custodian's natural energy.

## Leading the Team

As a leader, Custodians drive their team through consultation, activity, getting things done on time, and focusing their attention on the 'when' and 'where'. Their leadership is primarily modest, fair, reliable and consistent, along with being inclusive and disciplined. They inspire others to plan accurately and to be diligent, and they instil confidence in their team through their calm nature and practical approaches. A Custodian leader will seldom entertain drama or rash action, likely taking any challenge and solving it one step at a time. They can also easily foresee how sustainability will be impacted in the future even if their predominant focus is day-to-day.

### **BUILDING THE TEAM**

A Custodian should initially seek a Conductor and Champion to build the core team – bringing in the balancing effect of Tempering, Activating and Inspiring natural energy.

There is a risk of being overly-cautious, resistant to innovation and not challenging the status quo. They can become too complacent with processes that are working well yet are no longer innovative enough to go to the next level. They can also over-rely on what they feel is going on and not support that sense with solid research or data-driven analysis.

In developing an effective leadership team, Custodians should first look to appointing a Conductor who brings Tempering natural energy and provides a return on investment perspective along with research, data analysis and process efficiency. For entrepreneurs, this would allow the Custodian to focus on customer service and connection while the Conductor optimises efficiency and delivers value through data and reporting. Thereafter, a Champion brings energising Activating energy and igniting Inspiring energy to spark the energy of the team and mobilise the brand presence in the market.

## Pathways to Learning

Custodians learn best through experiential means. Experiential learning, or learning-by-doing, is a highly valuable pathway to knowledge and understanding for a Custodian. Examples include physical activities, walk-throughs, role play and practical scenarios. Tactile, hands-on learning enables the Custodian to develop a powerful tangible understanding, which as it tends to slow down the learning process, gives them more time to internalise new knowledge. A Custodian will typically struggle in a fast-paced visual or verbal learning process, where they will retain only a small portion of what they could have if they did so experientially and practically.



## CULTIVATOR

### Nurturing Growth

A **Cultivator** is a person who guides and shapes the growth of a team, project or enterprise through a subtle influence that seeks to adjust, refine and develop. Just as a plant grows and strengthens through a flexible response to its environment, so too does a Cultivator make incremental adjustments in their environment to achieve long-term, sustainable growth. They excel in their ability to manage projects and deliverables, while making sure that resources are carefully managed and risk is mitigated in a timely manner. Cultivators are often found in project management environments where the careful balance of process, time and money is a critical skill.

### CULTIVATOR – SUSTAINING /TEMPERING

- Grounded, calm, realistic, data-driven and efficient
- Support long-term, sustainable growth
- Driven by the opportunity for incremental progress
- Drawn to long-term project environments
- Motivated to planning a way out of complexity
- Attention to detail is focused on 'superior planning'
- Can be overly attached to risk mitigation

## Drivers for Growth

As a blend of both Sustaining and Tempering natural energy, Cultivators are driven by a need for routine and a deep sense of connection to others along with the certainty of structure, process and facts. This is often seen as a drive to create long-term sustainable and

meaningful growth that is achieved through incremental refinements applied consistently and with focus. Cultivators therefore become energised through being able to influence resources, outcomes and return and to tangibly see the evidence of the growth that results. They respond well when their reward has a long-term element and they are able to demonstrate the delivery of clearly-defined outcomes at a pace and in a manner that is subtle and harmonious. They will often seek long-term project environments where they can control the final outcomes, set a planned pace and adjust the plan to get there along the way.

Cultivators are unlikely to spearhead new ideas or lead others in a very public manner. They are more likely drawn into areas that require them to build an infrastructure or scaffolding of resources and plans in the background which support the fulfilment of the central idea and ensure that it goes the distance. Cultivators will quickly become disengaged if they do not have adequate resources and the only way they can achieve a result is through quick-wins or rapid action.

## Maximising Contribution

Cultivators have a calming and stabilising effect on those around them. Their gentle yet steady pace accumulates great return step-by-step, the true value of which can take time to be fully appreciated. Just as the gentle breeze draws the clouds together to eventually form rain, so do Cultivators quietly nurture growth and pull the right elements together. Their ability to balance complexity, practicality and the long-term view allows them to guide, control and support the delivery of the planned outcomes and the resources required to achieve those outcomes. Cultivators can also read the symbolic elements and weather around them, sensing changes that need to be made. They therefore have an



acute ability to sense risk and to see the warning signs that alternative routes will soon be required.

Their attention to detail is often focused on planning – the timing, inputs, outputs, critical success factors, challenges within one’s control that should be addressed and external risk that must be mitigated. Cultivators will therefore often be concerned about going at a pace the team can maintain for a long period and will be focused on achieving interim milestones that directly lead to the desired end result. If they become overly attached to the plan and protocols, they may lose out when tactical and rapid action is required to mitigate risk or seize an opportunity. For entrepreneurs, this often relates to getting bogged down in planning and risk avoidance and therefore being out of touch with what is happening out in the market place or being afraid to take a leap.

A team that truly understands the value of a Cultivator is one that is willing to accept the slow yet steady pace that wins their race, while appreciating their ability to see the ‘wood for the trees’ in complex situations and plotting a way through those trees for the team. A Cultivator can become quickly deflated if there are too many factors beyond their control or there is frequent change they keep on having to plan around.

Cultivators who have learnt to maximise their natural energy, understand that subtle and flexible growth can only deliver long-term results if it is consistent and persistent. This means that they understand how to support progress at a gradual pace without dissipating their focus or undermining their ability to achieve the required outcomes – not too fast and not too slow. They recognise their value in monitoring, tweaking and refining a process and the resources required to support that process, while recognising the value of the long term. This requires that they refine their project or team management approach to balance a sustainable pace with persistence in forward movement.

## IDEAL PROFESSIONS

- Project management
- Investment and portfolio analysis
- Asset management
- Quality management
- Audit and risk

Furthermore, mature Cultivators have learnt how to unlock the value in risk rather than seeing risk as something to be avoided at all cost. Risk-taking is inherent in all business activities and creates both challenges and opportunities. You cannot escape the fact that risk is part of the landscape that you need to master. Cultivators who learn how to tap into risk as an opportunity and support the value that can arise will add immense value to any organisation.

A Cultivator who struggles to maximise their contribution is one who may not fully understand the power of rhythm, momentum, consistent effort and the acceleration in value that can occur from seemingly small tactics done well in a focused direction over a long period of time. Sporadic and misapplied effort or ‘stops and starts’ undermine the Cultivator’s ability to create value. A dissipation of motivation and pace over time, or the team feeling that they are not being pushed forward with energy, may indeed arise. Finding the balance point between subtle approaches and motivated progress is key.

They may also become overly focused on micromanaging the detailed tasks and lose sight of the bigger picture. Working to the plan is all well and good, as long as that plan can respond to significant changes and opportunities that are directly aligned to the vision.

## Maximising Reward

Within an organisation, a Cultivator creates return by effectively planning for and deploying the right resources, tools, processes and infrastructure at the right time. As a result, a Cultivator is able to sustain long-term growth while refining the approach, following due

protocols, adjusting the plan and mitigating risk. This is especially valuable in complex project or manufacturing environments where the careful balance of complexity, quality, funding, timing, people, equipment and return on investment is essential.

In order for a Cultivator to maximise the reward from their contribution, they are encouraged to seek ways to link their income or their financial return to the value generated through reaching project milestones or transforming the potential cost of a risk into a return for the company. For an entrepreneur this might mean focusing on developing a planning or project culture that is acutely aware of risk, resources, timing and achieving outcomes. For an employee this might relate to linking performance bonuses or commission to project outcomes or the return on assets or return on investment from specific growth processes they are responsible for. This ensures that return is linked directly to the Cultivator's natural energy.

## Leading the Team

As a leader, Cultivators drive a team through a nurturing, supportive and diligent approach that is also focused on thinking ahead and delivering tangible results. Indeed, Cultivator leaders may often feel consciously conflicted between their desire to meaningfully connect and find practical solutions and the allure of logic and factual perspectives. They therefore have the ability and challenge to balance 'where' or 'when' activity should take place and 'how' the best result should be achieved. Their leadership is grounded, calm, realistic, data-driven and efficient yet commanding and deliberate. They inspire others to plan ahead, think resourcefully and appreciate the value of how detail matters.

### BUILDING THE TEAM

A Cultivator should initially seek a Calibrator and Coach to build the core team – bringing in the balancing effect of Activating and Inspiring natural energy.

There is a risk of being too averse to risk and creating a team climate of trepidation and concern, or focusing so much on the reports or analysis thereof that the human element is ignored. One of the Cultivator's greatest challenges is to not get so fixated on the plan, and all the tasks required, that the opportunity for spontaneous creativity and innovative thinking has no room to express itself.

In developing an effective leadership team, Cultivators should first look to appointing a Calibrator who brings both Activating and Tempering natural energy that refines the system, methodology or tools used to foster continuous improvement and accelerated growth. For entrepreneurs, this would allow the Cultivator to focus on sustainably achieving outcomes and managing complexity while the Calibrator fine-tunes the foundation and enhances its duplicability. Thereafter, a Coach brings light-giving Inspiring energy to fire up the leadership team and mobilise the wider team to support the vision and deliver.

## Pathways to Learning

Cultivators learn best through both experiential and analytical approaches. Experiential learning, or learning-by-doing, is a highly valuable pathway to knowledge and understanding for a Cultivator. Examples include physical activities, walk-throughs, role play and practical scenarios. Tactile, hands-on learning enables the Cultivator to develop a powerful tangible understanding, which as it tends to slow down the learning process, gives them more time to internalise new knowledge. Analytical learning is also highly effective and is achieved through written documents and data analysis tools, such as charts and detailed reports. This enables the Cultivator to use data, logic and detail as a means to internalising new information.



## CONDUCTOR

Optimising the Performance

A **Conductor** is a person who, just like the conductor of an orchestra, uses their focused and efficient energy to direct the singular instruments of the orchestra into a unified and optimised collective. With the wave of a baton, the conductor keeps the whole orchestra in rhythm and in tune. So, too, does a Conductor excel at making sure a process or function runs optimally and efficiently. With a natural affinity for analysis and data, a Conductor is able to find meaningful insights through information and the analysis thereof. Indeed, they revel in solving problems through logic and fact. Conductors are often found in research, quality management, production and accounting fields, where the numbers, graphs and data feed tell a story of their own.

### CONDUCTOR – TEMPERING

- Commanding, alert, precise, focused and efficient
- Factual, logic-based and rational
- Brings certainty, focus and a clear view ahead
- Driven by the opportunity to transform chaos into order
- Drawn to predictability and certainty
- Can fear not being in control
- Attention to detail is focused on 'superior process performance'
- Can be overly attached to data and following set processes

### Drivers for Growth

Conductors are driven by the need for predictability and routine, and they will seek out environments where there are known outcomes and stable resources upon which they can rely. For a Conductor, the ability to swing the proverbial conductor's baton and take control of the environment, its role players and outcomes, will energise their motivation and accelerate value creation. Set procedures, a reliable team and well-designed structures are very important foundations to support them to create this value. Conductors will respond well when their reward is tied to their ability to deliver efficiency or as a result of deriving value out of research, data mining and analysis.

They are therefore natural organisers and derive great pleasure from 'getting the ducks in a row' and creating order out of chaos. They like to get everything organised and ticking along at a good pace. They may even seek out environments where there is a suitable amount of chaos that needs their efficient hand and detailed eye, yet not so much that they cannot see how it can be managed.

Conductors will quickly become disengaged if they are in a quick-changing and uncertain environment with no clear understanding on how long this may continue, especially where their employer is always changing their priorities. In such a case, they will look to creating certainty in small ways to work towards feeling more empowered.

### Maximising Contribution

Conductors are commanding, alert, precise, focused and efficient. They have an ability to mobilise a variety of role players and resources, and co-ordinate their activity through highly-efficient processes. Under their watchful eye, every instrument plays its note perfectly

at the right time, and the collective effect is enormously valuable. A Conductor is not too concerned about how the players are feeling or whether they will stay for the next season – all that exists in that moment is the delivery of the perfect piece of music, exactly as it is written on the sheet. Therefore, Conductors usually deliver their greatest value through managing processes with a strong arm and with a focus on efficient delivery and optimal results.

Their attention to detail is often focused on data, information, reports and analyses – they want to know how the process works and the specifics on how something will happen. For a Conductor, reading a set of figures, a complex spreadsheet or a technical research report is meaningful and value-adding. They can see the story it tells and can easily spot trends, anomalies and patterns, and translate that data into useful insights. Conductors will therefore often be concerned with data accuracy, having the right information at the right time, and being effective with how time and money are used to achieve a quality result. They run the risk of becoming overly attached to data, efficiency cost-cutting and forget how critical the human element is. For entrepreneurs, this often relates to getting lost in ‘analysis paralysis’ or even becoming so fixated with reducing ‘production’ costs or time-to-market that not enough thinking time is spent on unlocking opportunities by leveraging resources and connections or ensuring there are actually sales to produce a product for.

A team that truly understands the value of a Conductor is one that is willing to embrace their ability to drive efficiency and process adherence while having an unemotional approach towards delivering a return on investment. A Conductor can become quickly deflated if they do not get enough time or opportunity to analyse data or reports and derive meaning therefrom. They also need a lot of time to prepare for meetings and engagements, as it takes them longer to process and internalise what is happening around them, especially if it involves subtle human dynamics.

Conductors who have learnt to maximise their natural energy, understand the value they create in any team through the non-emotional and factual view of the

world that they hold. They recognise that they are at their best when resolving ‘how’ a problem should be solved and then apply that skill consciously. They focus on optimising processes or activities by making them incrementally more efficient, and direct their attention to return on investment and the incremental shifts required to maximise the return for the effort expended. This requires that they utilise best-in-class approaches for optimising processes and analysing vast amounts of data in meaningful and non-linear ways.

## IDEAL PROFESSIONS

- Academic and scientific research
- Quality management
- Production and manufacturing
- Accounting and financial management

Furthermore, mature Conductors have learnt to elevate the types of data and insights they draw upon in order to contribute greater value. Instead of using predominantly financial measures, for example, they find ways to measure and monitor future performance metrics that predict likely outcomes.

A Conductor who struggles to maximise their contribution is one who fails to appreciate the value and dynamics of the people in any process or function, and the potential negative impact of ignoring the human condition in the quest for optimal function. Having to deal with people might even seem to be a necessary annoyance. Employee turnover might be high if the team feels that they are driven like machinery without any emotional engagement or the energising effect of rallying around a cause or shared vision. They may also become lost in analytical complexity and misjudge the true value of the data they so highly prize. Immature Conductors will also miss the fact that their contribution to the team needs to be assisting with the ‘how’ rather than sitting back and just asking the question. Conductors run the risk of valuing their efficiency at a much higher level than they value their team and the vision that team is striving towards. A great Conductor remembers that there is a balance that must be found.

## Maximising Reward

Within an organisation, a Conductor creates return by maximising output and minimising investment. They are able to spot ways that inefficiencies can be removed or reduced while focusing the team on achieving the required results, which are usually financial or operational in nature. This results in the organisation being able to do more with less. This is especially valuable in large-scale production or distribution environments, where a defined process or approach can yield more value through being optimised to run like clockwork.

In order for a Conductor to maximise the reward from their contribution, they are encouraged to seek ways to link their income or their financial return to the value generated through efficiency, financial performance and analysis. For an entrepreneur this might mean focusing on maturing the financial management and reporting aspect of the business, or perhaps even operational performance controls. For an employee this might relate to linking performance bonuses or commission to cost savings made, improvements in key operational metrics, and even bottom line financial growth.

## Leading the Team

As a leader, Conductors drive a team in a factual, logic-based and rational manner. Their leadership is primarily decisive and challenging, along with being commanding and deliberate. This brings the team certainty, focus and a clear view of where they are headed and how they will measure progress. Conductor leaders inspire others to take charge and be efficient, detailed and thorough, with a focus on quality and a mind-set that detail matters. They get the job done well and bring an industrious energy to their team through their focus on answering 'how' problems should be solved or obstacles tackled.

## BUILDING THE TEAM

A Conductor should initially seek a Catalyst and Connector to build the core team – bringing in the balancing effect of Activating, Inspiring and Sustaining natural energy.

There is a risk that, in the quest for operational 'zero defect', they appear cold, cynical and insensitive and are not able to boost morale. They may also be so focused on getting the task done well and quickly, that they completely miss the underlying or deeper value that should have been added. One of the Conductor's greatest challenges is to not become so obsessed with every process being followed exactly as designed that it results in the detriment of the outcome.

In developing an effective leadership team, Conductors should first look to appointing a Catalyst who brings Activating natural energy and provides innovation, transformation out of the status quo and new leaps of leadership. For entrepreneurs, this would allow the Conductor to focus on financial performance and operational efficiency while the Catalyst activates new directions or stimulates product development. Thereafter, a Connector brings networking, strategic partnerships and connections to open up the market and accelerate growth.

## Pathways to Learning

Conductors learn best through analytical approaches. Analytical learning is a highly effective means and is achieved through written documents, technical journals and data analysis tools, such as charts and detailed reports. This enables the Conductor to use data, logic and detail as a means of internalising new information. Conductors can benefit greatly by using data mining tools to analyse deeply their theories using qualified data or to conduct their own research to develop an understanding. This allows them to explore analytical ideas through the means of information combined with exploration.



## CALIBRATOR

Fine-tuning the Instruments

A **Calibrator** is a person who ensures that the instruments used to create value are continuously refined and adjusted where necessary and in a repeatable fashion. These instruments could include the business model, the systems or technologies, the methodologies utilised or any kind of tool required or applied in the delivery of the promise. This kind of energy is relentless in its pursuit of continuous improvement and incremental refinement. Calibrators excel when they can tinker with how the system works and experiment with new approaches to old problems. This includes taking something that has been created by someone else and turning it into a system that can be followed by others. They are often found in a diversity of fields due to their knack for fine-tuning many different types of systemic structures. They would, however, tend to have a natural affinity in areas such as engineering and information technology.

### CALIBRATOR – TEMPERING / ACTIVATING

- Pioneering, possibly unconventional and commanding yet non-emotional and rational
- Brings cycles of learning to a close
- Excel when they can tinker with how the system works
- Driven by the opportunity to being seen as the 'genius'
- Drawn to having scope and authority to improve the systems
- Attention to detail is focused on 'superior system design'
- Can be overly attached to seeking perfection

## Drivers for Growth

As a blend of both Tempering and Activating natural energy, Calibrators are driven by the need for certainty derived through fact and data-rich analysis as well as a desire for achievement, recognition, respect and independence. This is often seen as the quest to be recognised as a 'genius' or technical expert in a particular field, which is more about the victory of overcoming a complex challenge or systematising the unusual than it is about public recognition. Calibrators respond well when their reward is tied to their ability to create, refine, renew, upgrade and fine-tune some kind of system that creates value through its duplication effect. They will often seek opportunities or environments where they have the scope and authority to get on with improving the systems, instruments or tools being used, or design such systems to support a 'catalytic' idea or project.

Calibrators strive for perfection, and so will be driven to grow through their ability to continuously improve whatever is within their power to do so. Although less likely to start a new business on their own, with the right partner or fellow founder they can activate an idea and finds ways to develop and refine how it is implemented. Calibrators will quickly become disengaged if they have no scope to make, pilot and implement improvements or if they feel that their environment is so mature that they have to adhere to an imposed system rather than create it.

## Maximising Contribution

Calibrators are energised, curious and naturally want to understand how everything works. They bring stability and value through their ability to embed everything that has been learnt in a particular area and cement it into a new and higher level of working. In so doing, the

Calibrator brings cycles of learning to a close, only to reopen them for the next round on a higher level. What was previously only tacit knowledge or approaches assumed to be commonly known across the team become standard practice. The Calibrator's assistance means that those practices can be shared across a larger team and used as a benchmark for performance. When Calibrators focus their attention on a project or problem to solve, they can focus all their attention on it to the point where nothing else exists until the solution is found.

Their attention to detail is often focused on the 'system' in question, which can be defined as a complex assemblage of diverse parts, methods, processes, tools, methodologies and technologies aimed at achieving an integrated outcome. Calibrators will therefore often be concerned about whether the system does its job and then making the necessary changes. This includes creating consistency for delivery while allowing the company or business unit to multiply and expand. Often this is with a diminishing cost to deliver over time as the system is leveraged. If they become too attached to perfecting for perfection sake and do not find new ways of creating value, Calibrators can become imprisoned in their quest for perfection that does not exist. For entrepreneurs, this often relates to the documented and refined operating manual and process innovation that enables the business to function effectively without the need of its founder or to be leveraged into a franchise or new location.

A team that truly understands the value of a Calibrator is one that is willing to embrace the positive outcomes that arise from the Calibrator's relentless focus on continuous improvement, while appreciating their perspective on strengthening the company through a robust foundation that evolves over time. A Calibrator can become quickly deflated if their team is not able to appreciate the value of the Calibrator's efforts, especially as the systems underpin growth and therefore can become invisible. Sometimes the value of the Calibrator's contribution is only truly understood when they leave the team.

Calibrators who have learnt to maximise their natural energy, understand the value they create in refining

the foundation and building upon that foundation with further improvements and documenting the way that it is done in order to ensure effective replication. They have refined their own technique of how they both review performance and identify new ways of fine-tuning the system and extracting further value. Furthermore, they know that magic point when any more tinkering is just not worth it or when a more aggressive approach to improvement is required. Calibrators also recognise that any system is never perfect and does not always need to be so. This requires that they develop an approach to identify and implement improvements, which focuses on bringing in the human element, committing to more realistic time frames and honouring the commitments so made.

## IDEAL PROFESSIONS

- Information technology development
- Engineering fields
- Research labs
- Academic faculties
- Franchise system development or management

Furthermore, mature Calibrators find ways to lift their perspective and refine the system at a much higher level. Instead of refining micro-activity and low-level value creation, they reach for the bigger picture, expand their view and mandate of the system and create far-reaching value through duplication.

A Calibrator who struggles to maximise their contribution is one who becomes overly attached to their quest for perfection at the expense of efficacy and timelines. They also have a tendency to never finish a project or undertaking – just as they are about to reach closure they identify more improvements that must be made, and so the cycle repeats itself again.

Calibrators have the tendency of being so focused on the system, and the products and services it should deliver, that the human factor and practical realities are overlooked. Team enthusiasm might be low if the

Calibrator designs an incredible improvement or system, yet in failing to consider the human needs deeply enough, the commitment and motivation from the team is just not there and it fails to deliver the desired outcomes.

## Maximising Reward

Within an organisation, a Calibrator creates return by preparing the company for its next round of growth. With a refined and matured foundation in place, the next tier of activity can take place, with greater insight and knowledge than before. In addition, the Calibrator may also create value through process innovation, or the innovation of the company's businesses practices which then become a differentiator in the market place. This is especially valuable in a company that is service-oriented and there is no product to innovate and the operating platform delivers the service.

In order for a Calibrator to maximise the reward from their contribution, they are encouraged to seek ways to link their income or their financial return to the value generated through the system as previously defined. For an entrepreneur this might mean translating their knowledge into a self-sustaining system, which improves performance and increases the value of the company through the non-reliance on the founder. For an employee this might relate to linking performance bonuses or commission to the creation of the system itself, which could, for example, result in a license fee or some other allocation linked to the functioning of the intellectual property created.

## Leading the Team

As a leader, Calibrators drive a team through both a commanding, high-energy action orientation and a rational, analytical focus. Indeed, Calibrator leaders may often feel conflicted between their desire to rally the team on the list of tasks required as well as to utilise reports, data and analytics to highlight where the issues are. They therefore have the ability and challenge to balance 'what' is required and 'how' the 'what' should be achieved. Their leadership is pioneering, possibly unconventional and commanding yet non-emotional

and rational. They inspire others to strive to continuously improve with a focus on growing personal and company value.

## BUILDING THE TEAM

A Calibrator should seek a Champion and Custodian to build the core team – bringing in the balancing effect of Inspiring and Tempering natural energy.

There is a risk that a single-minded focus on the system may drown out all the other signals of distress that require attention, especially human dynamics and operational delivery. One of the Calibrator's greatest challenges is the drive to systematise every aspect of the business and then not be critical of priorities and the return on investment that the input will generate in the output.

In developing an effective leadership team, Calibrators should first look to appointing a Champion who brings both Activating and Inspiring natural energy and broadcasts the message widely and powerfully, thus creating company visibility in the market place. For entrepreneurs, this would allow the Calibrator to focus their attention on tweaking and refining the foundation while the Champion brings in new business. Thereafter, a Custodian brings grounded Sustaining energy to the leadership team and focuses the team on ensuring that you deliver what you promise.

## Pathways to Learning

Calibrators learn best through analytical approaches and through visual means. Analytical learning is highly effective and is achieved through written documents and data analysis tools, such as charts and detailed reports. This enables the Calibrator to use data, logic and detail as a means to internalising new information. Visual learning is essentially anything in a picture form. Diagrams, charts, infographics, mind maps, videos, presentations and storyboards are also highly effective and should be consciously chosen as a means of rapid learning and retention.




## Resources

If you would like to learn more about your profile or how to work with the natural energies of others, perhaps consider the resources below.

### 1. Follow the conversation on social media:

 @ContComp | @SirdarGroup

 Contribution Compass by Sirdar  
Sirdar Global Group

### 2. Join a webinar or education event:

[www.contributioncompass.com](http://www.contributioncompass.com)

[www.sirdargroup.com](http://www.sirdargroup.com)

### 3. Contact a regional office for more info:

South Africa

[www.sirdargroup.com/za](http://www.sirdargroup.com/za)

Mauritius

[www.sirdargroup.com/mu](http://www.sirdargroup.com/mu)

New Zealand

[www.sirdargroup.com/nz](http://www.sirdargroup.com/nz)

Global

[info@contributioncompass.com](mailto:info@contributioncompass.com)